

**RDI**

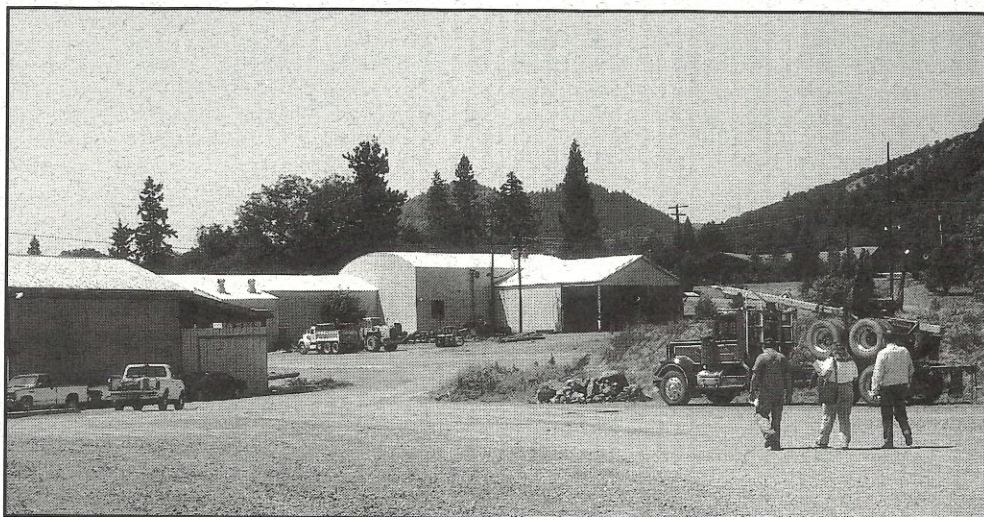
Initiatives

Helping Rural Communities Thrive*A Quarterly Publication of Rural Development Initiatives, Inc.**Summer 1995*

Mill Site Project Selected for National Pilot Program

The Mill Site Conversion Project, coordinated by Rural Development Initiatives Inc. and PacifiCorp since 1994, has been selected to receive \$200,000 as a pilot project by the Environmental Protection Agency, announced Carol M. Browner, EPA Administrator, in Washington DC. on July 26, 1995. Fifteen projects were selected from throughout the United States. Although all 15 projects aim to revitalize communities by redeveloping abandoned, contaminated industrial/commercial land known as "brownfields," and returning them to productive local use, RDI's mill site project is the only one in a rural area.

For that reason Deputy EPA Administrator, Elliot Laws traveled to Oregon on August 14 to highlight the RDI/PacifiCorp project. He met with local and state elected and appointed officials at the Sweet Home site owned by Willamette Industries. "The Brownfield program is a cornerstone of the Clinton Administration's efforts to help our nation's cities in ways that make economic and environmental sense. By returning abandoned industrial properties into thriving, productive centers of activity, we are protecting our health—the health of our families, the health of our communities, and the health of our economy," said Browner.



The M & M hardwood mill in Myrtle Creek is one of the sites participating in the Oregon Mill Site Conversion Program. By returning the property to productive use, the community will gain valuable industrial and commercial property.

Returning Mill Sites to Productive Use

The Oregon Mill Site Conversion Project was started in July 1994 to address barriers in returning mill sites to productive use in seven rural communities: Astoria, Merlin, Grants Pass, Myrtle creek, Coquille, Philomath, and Sweet Home. The lead partners have been RDI and PacifiCorp, with the U.S. Economic Development Administration, the Oregon Economic Development Department (OEDD), U.S.

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Rural Connections

Lynn Youngbar, RDI Executive Director

Setting goals and defining strategies is just as important—and just as difficult—for RDI as for the communities with which we work. During the last year we have forced ourselves to reflect on how well we are serving our customers: **rural communities**. With help from an external evaluation last fall, our Board of Directors outlined the general direction we will take over the next two to five years. Now it's up to staff to make it real.

Following the Board's leadership, we are making efforts to focus in on our unique niche: **capacity-building**. We have set one overarching goal for the next five years — to help 25 rural communities realize positive changes in their economic condition by building strong local development organizations that have the following characteristics:

- creating realistic agendas for economic and community development;
- assisting local citizens to assume leadership in addressing a variety of community issues;
- making concrete progress on using the strategies cooperatively developed for positive change.

Working effectively with all twenty-five communities at one time is unrealistic, so we will focus initially on sixteen communities over the next two years. In general, however, here is how we see our work unfolding for the next two years:

- We will conduct four strategic plans each year (a combination of new communities and plan updates for older communities).
- Each year nine communities will send teams of 4 - 6 people to Rural Futures Forum (RFF). Communities recently finishing a strategic planning process will have priority for the slots, but we will also train new participants from communities that have already been through RFF.
- In the coming year, we hope to put together an advanced training curriculum to benefit graduates of RFF on an ongoing basis.
- RDI will also provide ongoing technical assistance to all sixteen communities, but the focus will be on helping them implement their plans and build strong local organizations.

In the past, our technical assistance has been demand driven—that is, what needs to be done right now—or filling a niche that no one else can fill. We realize that responding to community needs in this ad hoc manner has been, at times, confusing and frustrating. We have sought constructive criticism over the last year and understand that we need

to define our work more effectively.

Our goals are to create clear expectations between ourselves and our partner communities on what services they need and that we can deliver in a given year. Consequently, we are going to try a new approach. Over the next year, we will negotiate workplans with each of the 16 communities in which we expect to spend most of our time. Work plans will be developed to meet the goals and strategies which each community most wants help with and to which we think we can add the most value. Once an agreement is struck we will establish mid-point check ins, evaluate the process, and revise the contract for the following year.

We recognize how important flexibility will be in this new process. Each community has different needs and resources available to it. Some have city staff to help, others have none. And not all communities have other assistance providers (like economic development districts and councils of government) in their area.

If this approach effectively moves the community's agenda forward, we would like to see communities assuming primary responsibility in this effort the following year. We will also be applying this same methodology to our special programs—mill site conversion and local business assistance teams. How do we select which sixteen communities will participate in this new effort of ours? We will partner with those communities which indicate the greatest commitment to this process and where we think we can add the most value intending over the next five years to take this approach with all communities.

Rural Development Initiatives

Rural Development Initiatives, Inc., is a state-wide, non-profit corporation designed to help Oregon communities shape the development of their future economy by providing technical assistance, leadership training and access to resources.

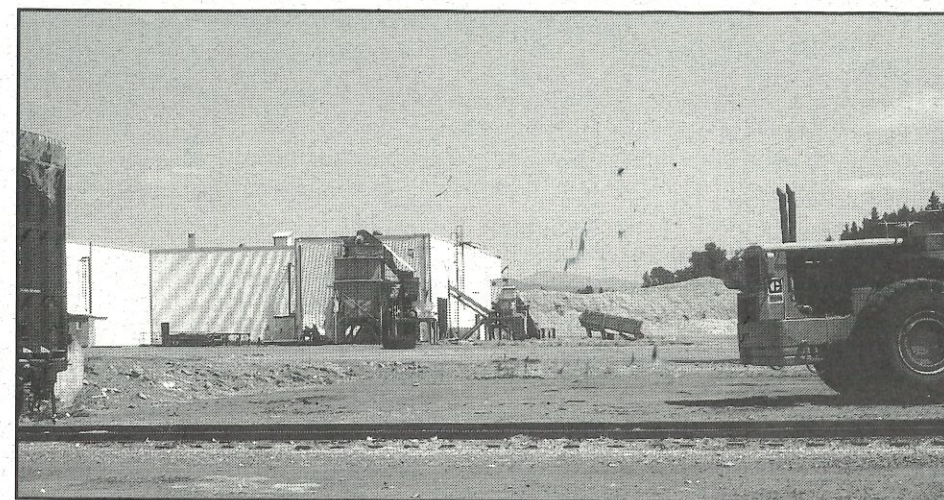
RDI assists rural communities in the development of strategic plans for local economic development and then assists in the implementation of those plans. The organization also conducts downtown revitalization and tourism development assessments designed to capitalize on strategic planning.

Each year Rural Futures Forum offers community leaders an opportunity to improve leadership skills and learn new technique in economic development.

RDI is working with over 30 communities throughout the state. It is supported by the Oregon Lottery, foundations and private donations.



EPA grant moves project forward



The Midway Mill in Sweet Home was one of the sites visited by Deputy EPA Administrator Elliot Laws during his visit to Oregon August 14.

(Continued from page one)

Bank and the law firm of Stoel Rives Boley Jones and Grey, playing key roles, as well as contributing financial resources or in-kind services. To date, the Economic Development Administration has provided the majority of money with a \$365,607 grant to RDI.

The goal of the project is to rehabilitate vacant mill sites into readily usable industrial sites on which new business may locate. Sites may be targeted for industrial or commercial uses depending on the interests of property owners and the desires of community members. "In many smaller, timber-impacted communities, these mill sites are the only available industrial land so returning them to productive use is essential to revitalizing the local economy," stated Lynn Youngbar, RDI Executive Director.

In the past year, Local Action Committees were established in each community to consider what redevelopment options for the closed mill sites would fit best with their long term vision for how the community wants to develop. In-depth analysis and feasibility studies of the seven sites are in various stages of exploring the legal, environmental and financial barriers that are perceived to limit further use.

"The Mill Site Project is a very complex process. Each site has unique

characteristics and must be treated individually. Plus, there are multiple interests associated with each site," Youngbar explained.

The primary consideration is the property owners since ultimately they decide how the sites get cleaned-up and re-used. While understandably skeptical at first, the property owners have been a tremendous ally in this process. They have participated in the community meetings, being very willing to consider the interests of the larger community in how these sites get redeveloped.

Creative Approaches

The state regulatory agencies, i.e., Department of Environmental Quality (DEQ) and Division of State Lands (DSL) have been extremely cooperative in figuring out creative approaches to problem-solving and helpful in educating us about what laws apply and where there is flexibility. Community members, while eager to see new jobs on these sites, have been patient with the process.

Two of the sites, Grants Pass and Myrtle Creek, are close to the stage where they can be redeveloped. The other sites have varying degrees of analysis that still must be done and issues that need to be resolved. With the addition of the EPA funding, most of these sites can complete the analysis

phase.

The Brownfield grant will be used to continue additional work required on some sites. With the EPA funds, RDI will also use the information from all seven sites and work with regulatory agencies such as the DEQ, DSL, Army Corps of Engineers, and others to identify generic clean-up remedies and wetland mitigation strategies that can be applied to all mill sites with similar conditions. While the EPA money can not be used for actual clean-up, RDI will be developing a model for financing and incentive options to fund the actual clean-up and required infrastructure development on the sites.

RDI also has been invited to apply to the Economic Development Administration for a new round of funding to start five new sites through the analysis process. Hopefully, those funds will be received in the fall and the partners will begin recruiting new mill sites in western Oregon.

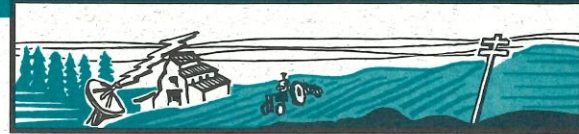
The contribution of all the private and public partners has been essential to the program's success. PacifiCorp lent the services of Dick Ebbert to co-manage the entire project along side RDI's contractor, Peggidy Yates. PacifiCorp's presence lent initial credibility to the project, particularly in gaining the participation of the private property owners.

Stoel Rives Boley Grey & Jones provided the services of Chris Herman, an expert on the legal implications of environmental issues. OEDD and U.S. Bank will give guidance on financial issues facing these sites.

OEDD's access to other state agencies was indispensable as the project got started. As sites move closer to redevelopment, OEDD will be integral to marketing them to new users and helping to finance the needed infrastructure.

For more information, call Lynn Youngbar at (503)548-2013 or Craig Smith at (503) 261-0490.

Strategies in Action

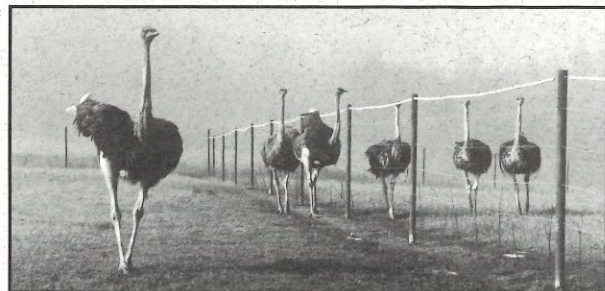


Business Development

The Day-O Ranch was just like many small businesses poised on a major expansion. Owner Pat Day was ready to take on the challenge, but needed help with a marketing plan, personnel information, and organizational development. He turned to the Business Assistance Team (BAT) in Molalla for help. With the mission of establishing healthy businesses and creating jobs, the Team was well prepared for this kind of undertaking. What the BAT hadn't anticipated, however, was the unique product Day would bring them. The Day-O Ranch is an ostrich farm.

Day has been in business in Molalla for four years and now has a flock of over 100 birds. Previously, he concentrated on providing breeding pairs to other ranches, but when the market shifted he began processing the birds for the meat, hide, and feathers.

Today, he processes three to four birds a week, selling the meat to specialty stores and exclusive restau-



The ostrich flock at Day-O Ranch.

rants. Ostrich, considered a red meat, has fewer calories and lower levels of fat and cholesterol than chicken. The other parts of the bird are also in high demand. The BAT has spent many hours helping Day develop a marketing plan that will take Day-O Ranch from the one-person business it is today to a larger operation with several employees.

"We have an unusual product to work with, but there is unlimited potential," says Rick Stone, coordina-

tor of the Molalla BAT, and staff with the Clackamas Community College Small Business Development Center. "The growth of any business, especially one offering a new product, depends on the success of the marketing plan. Through the BAT and all the volunteer hours the members put in, Day-O Ranch now has a marketing plan that is ready for financing and poised to help Mr. Day realize his dream," added Stone.

Workforce Development

Members of Community Response Teams from Linn, Benton, and Lincoln Counties had the opportunity to add their community's workforce development goals and priorities to regional planning efforts when they participated in a conference for the Region 4 Workforce Quality Committee on May 17. Called "Workforce Summit '95," the conference brought together over 100 community and business leaders to set priorities for the Regional Workforce Committee for the next two years. The communities of Depoe Bay, Sweet Home, North Santiam Canyon, and Philomath all participated.

At the session, participants worked in small groups to come to consensus around five priority points. Each small group then offered their points to the larger body of participants, and an electronic voting system was used to bring the full group together around the five most critical issues. The participants recommended that the Committee focus on the needs of the current workforce and the workplace, encouraging businesses to get involved in school-to-work programs, providing up-to-date information to teachers and trainers about the needs of the workplace, identifying employment and training needs for both the short and long-term, and working to coordinate training and

educational efforts with economic development strategies. Those issues were offered as strategic direction for the Committee's work.

The conference was financed through a special projects fund awarded to the Region 4 Workforce Quality Committee by Oregon's Opportunity. Through one-on-one follow-up interviews, Summit participants will have the opportunity to identify their individual interests and concerns regarding workforce development.

Moving ahead on the strategic issues identified by the Conference attendees, the Workforce Quality Committee is already planning a "mini-summit" which will bring together the Regional Strategies Board, RDI communities, local economic development organizations, and themselves. The objectives of this summit are to strengthen the coordination of workforce development and economic development activities in the region and to develop an action plan for working together to align job training and job creation strategies in the area. It represents a continuing process of sharing the strategic planning developed at the local level with wider regional interests. For more information contact Glen Koerhsen, chair of the committee, at 926-4211, ext. 218.

Infrastructure

The community of Powers has been working with the Department of Environmental Quality in its Environmental Partnerships program for over 18 months now in an effort to upgrade its sewer and water systems. (See *Initiatives*, Spring 1994). Being a small community and facing sewer mandates from the DEQ to improve water quality can be intimidating. But, through a DEQ Partnership agreement Powers was able to develop a timeline for making improvements that were both manageable for the community and comfortable for DEQ. Entering into the partnership not only relieved some of the pressure the City had been feeling, it also pro-

vided increased access to block grants and other funding options.

Grant monies often come with a local match requirement, however, and as part of the agreement, the city council had to commit to raising sewer and water rates. The council agreed, and rates were raised in July of 1994. This action sparked a reaction, and a community effort was initiated to roll back rates to their previous levels and to require a vote of the people on any future utility rate increases. A measure supporting such a roll back and vote appeared on the March 1995 ballot.

Concerned that the measure might succeed because of a lack of understanding regarding the water needs of the community, the Powers CRT got involved. "We needed the rate increase to prove that we could maintain the new water filtration system," explains Pat Moffett, chair of the Powers CRT. "If the initiative had passed, we would have lost our block grant and jeopardized our partnership with the DEQ. That could have resulted in fines against the city, and possibly liens against people's homes to pay for the improvements, which are a necessity for the protection of water quality and public health."

Putting what they had learned at Rural Futures Forum into practice, the CRT prepared a flyer that explained the new water filtration system and pointed out the health considerations as well as the costs. The flyer was carried door-to-door and distributed throughout town. A town hall meeting was set for shortly before the election to give the community an opportunity to learn more about the improvements, ask questions, and to understand the impact of the ballot measure, if passed.

The CRT invited representatives from the city council, the engineering firm handling the project, Oregon Economic Development Department, Coquille Watershed Association, the DEQ, and the health department. Supporters of the ballot measure were asked to participate but none chose to be part of the panel.

When the mail-in ballots were counted on March 7, the measure had been defeated. Moffett attributes the measure's defeat to the community-wide effort to educate one another on the issues. She feels that, "The flyers informed people about what was at

stake, and the town hall gave them another opportunity to learn about the issues. The CRT got involved because we can't accomplish anything else in our plan without improved infrastructure. It's key to everything else."

The partnership between the city and the DEQ continues to progress, creating a model for the DEQ to use in its dealings with other rural communities faced with major infrastructure improvements. For information contact Pat Moffett at 439-5311.

Quality of Life

Downtown Elgin may not be paved with gold, but its city park will be paved with the names of people who support the community's efforts to spruce up. The sale of memorial bricks will be used to improve Witty Memorial Park, the centerpiece of Elgin's downtown revitalization strategy. A water fountain that once refreshed travelers on Highway 82 was moved to the park in the spring of 1994, and money from the brick sale will be used

to complete the park.

Park supporters have been selling the bricks for the past eight months now. The sale has proved to be popular with local and former residents, as well as with people just passing through the small, northeast Oregon town. So far, over \$8,000 has been raised through brick sales, and organizers aren't through yet!

The brick money has already paid for construction of a performance stage in the park and the purchase of t-shirts to be sold to Cycle Oregon participants when the event rolls through Elgin in September. Future plans include buying a neighboring lot for park expansion and other community improvement projects. "We can always find a use for the money," says LaVeta Botz, sale organizer. "The brick sale has been a success because people like to see their names and know that they will always have a little piece of the park."

For information about the brick sale and park improvements call LaVeta Botz at 437-8982.

Extension Connection Strengthened By RDI Board Member

Oregon State University has a history of involvement in rural communities. Outreach programs through the OSU Extension Service provide information and education to rural areas, and there couldn't be a county fair without it. But it was the Extension Service's involvement in community development that led Owen Osborne, Associate Director for Programs with the OSU Extension Service, to join the RDI board of directors when the organization formed in 1992.

"OSU helps communities deal with public issues and offers a number of leadership development programs. I saw our role and RDI's efforts as complimentary," Osborne says. "The resources available to communities are declining, so it is critical that we work together. We need to break down barriers between agencies that might be viewed as competing."

Osborne has a Ph.D. in Electrical and Computer Engineering from

Oklahoma State University and first came to OSU as a professor in 1961. His work with developing a model that could forecast electrical needs led him to do more community outreach work and took him into the Extension Service. When he went to Iowa State University in 1982, it was as the Associate Dean of University Extension. He returned to OSU in 1990 to his present position.

While the traditional image of the Extension Service might be one of advice on pest control and livestock, or sewing and cooking, new programs deal with family communication, civic involvement, and telecommunications. Osborne's current efforts include getting all the rural communities with an Extension Service office on an electronic network. "We have six rural offices networked already," he says. "Eventually, I want to see workstations where anyone could access the Internet or OSU from every part of the state."

People & Places



Wasco County, Brookings-Harbor and Myrtle Point have finished their strategic plans and Estacada, Monmouth/Independence, the Fern Ridge area, and Fall Creek/Lowell/Dexter are nearing completion of their plans. CRT's from Brookings-Harbor, Myrtle Point, Monmouth/Independence, Fern Ridge and the Fall Creek area will join CRT's from Heppner, Illinois Valley, Oakland and Union at the 1995-96 Rural Futures Forum. RFF will begin September 15 and will be held at the Living Enrichment Center in Wilsonville, except for the RFF reunion session, which will be at Kah-Ne-Ta.

While CRT's from Heppner and Illinois Valley have participated in previous RFF training, this session will provide an opportunity for new CRT members to participate.

Strategic planning offers various elements of a community the opportunity to come together to reach consensus on common goals. In Estacada, that effort has been accessible to the community's rapidly growing Spanish-speaking population by making the process bilingual.

Since the strategic planning process began in February the meetings have featured simultaneous translation, thanks to Diana C. Hedin, a translator from the Clackamas County Public Health Division. Spanish-speakers can wear earphones to listen to the discussion in their native language. They can also contribute input through Hedin. This is the first time RDI has tried a bilingual process for the formation of a strategic plan. The success of Estacada's strategic planning could provide a model for other bilingual community planning efforts.

The strategic planning process has strong support throughout Estacada and meetings typically draw 65 people or more. It also marks the first time that the Spanish-speaking community

has participated in a community-wide undertaking.

Estacada's bilingual planning effort has received some positive attention in the press. A May 9 article in *The Oregonian*, applauded the community for its efforts to incorporate the needs of all its citizens into its vision for the future.

The agricultural industry has shaped the landscape of Morrow County as surely as the wind and rain. The history of the industry, from the region's first settlers to today's food processing plants and poplar tree farms, will be on display when a grain elevator in Heppner is converted into a museum.

A design team, consisting of an architect, museum developers, marketing specialists and community representatives, are working to put together a proposal to be presented to Morrow County residents in September. "We don't even have a name for it yet," explains Jill Thorne, marketing consultant for the design team. "The exhibits will present the history of agriculture in Morrow County, but will also tell the broader story of the farmer and how agriculture has changed over the years. We'll tell about the growth and diversity of agriculture in the region and make some projections for the future of the industry. The project won't strictly be a museum, or an interpretative center, but will add a new dimension to the preservation of Oregon's history."

The elements that sustain a healthy community will be explored at the 12th annual Oregon Rural Health Conference, October 27 and 28 at Newport, Oregon. "Healthy People & Healthy Economies: Building Strong Communities Together," will examine the latest information available on rural health care, explore issues surrounding health care delivery, and offer examples of

successful rural health care models.

Registration information will be available in August. For more information contact RDI at (503) 548-2013.

When Cycle Oregon stopped in Butte Falls last September, the Community Response Team hosted its first Forest Jubilee, a celebration of the arts. The event was such a success with both the community and Cycle Oregon participants that the CRT decided to do it again. This time, instead of cyclists, organizers hope to attract poets.

Butte Falls will host the Oregon State Poetry Festival, Oct. 14 and 15, in conjunction with the Forest Jubilee. Nationally-known poets, as well as Oregon's own poets, are expected to attend. The jubilee will also include dramatic performances, a dinner and dance, arts and crafts fair, and a photography contest. This year an offshoot of the CRT, called Forest Folks Arts, Inc., is managing the festival. For more information contact Joyce Hailicka, 865-3205 or Gloria Karches, 865-3341.

Depoe Bay got a chance to shine for Governor John Kitzhaber when he visited the community on May 28. Kitzhaber met with members of the Community Response Team for over an hour, giving them a chance to present their strategic plan, talk about successful projects and let the governor know some of the difficulties small coastal towns face in an era of declining revenues and increased demands for services.

"We didn't have a lot of time with the governor, so we focused on the problems we have maintaining our infrastructure," says Ken Wells, CRT member and owner of a convenience store/gas station in Depoe Bay. "We also tried to hit a positive note by talking about our successes." By all reports Kitzhaber was impressed with his visit and has said that he'll be back.



**Jennifer Pratt,
RDI Community
Development
Coordinator**

Background: Grew up in Maryland. Received her Master's Degree in Development Planning from the Massachusetts Institute of Technology. Before coming to RDI, she was most recently with the Rural Development Administration. While there, she was primary staff to the President's Council on Rural America and project manager on the national-level for the President's Northwest Economic Adjustment Initiative.

Past Challenges: Working for a year in India with communities of displaced agricultural workers.

Future Challenges: Jennifer is considering tackling rock climbing. "I thrive on life's challenges," she admits. "And, I always try to aim high."

RDI Coordinator Appreciates Putting People Ahead of Projects

When Jennifer Pratt joined the staff of Rural Development Initiatives, Inc. as a community development coordinator in 1994, she had already fallen in love with Oregon and its rural communities. Although she was raised in Maryland and had most recently worked in Washington D.C., a six-month stint in the Pacific Northwest as part of her job with the Rural Develop-

ment Administration gave her a taste of Oregon.

"I was detailed to the Forest Service and met Lynn Youngbar while working in Sweet Home. I spent a week trailing Lynn around the state and told her how excited I was with the work RDI was doing. I am very happy now to be a part of the team."

Jennifer's enthusiasm for working with rural communities stems from the sense of "community" that still exists in rural areas despite encroaching urban pressures. "One of the things I like best about my job is bringing together a wide cross-section of community members, some of whom may have never met before, and helping them form a group with a common vision and goals," she explains. "As someone once said, 'Change is the only constant in life,' but through planning rural communities can gain some control over the direction of that change."

Through her work with the Rural Development Administration and other community and economic development organizations in Washington D.C., Pratt offers a national perspective on the work being done in Oregon's rural communities. She continues to be impressed with the process communities engage in through RDI. "There are very few organizations whose mission statement recognizes with such clarity the need to train leaders within communities who recognize strategic planning as a tool and not an end in itself and who understand that economic development is a part of something bigger - community life. I'm proud to be part of an organization that puts development of people ahead of development of projects."

Pratt works primarily with communities in the mid-Willamette Valley and is living in Eugene. She is discovering the beauty of Oregon and is particularly drawn to the state's rivers and lakes. "I've especially enjoyed getting to know and work with people around the state," she says. "The scenery is beautiful, but it's the warm, friendly people that make Oregon feel like home."

Rural Planning Efforts Aided By NW Area Foundation Grant

Rural Development Initiatives, Inc. has received a \$35,000 discretionary grant from the Northwest Area Foundation. The grant provides funds for designing and organizing a multi-year project aimed at strengthening the connections between local and regional strategic planning and development efforts, and at linking strategies for business development, workforce development and ecosystem investment. "From the perspective of rural communities, it's usually the same people trying to help plan and direct investments in all three areas. If the workforce, economic development and ecosystems were better integrated and decisions were made locally, we believe that investments could be more strategic and people's time could be conserved," says Lynn Youngbar, RDI Executive Director.

A planning team has been appointed to help design the multi-year project. The team includes senior officers from the Oregon Economic Development Department, the

Workforce Quality Council, the Regional Workforce Quality Committees, the Oregon Progress Board, the Governor's office, a leader in watershed enhancement and restoration, representatives from the state's rural communities, and others as needed.

Over the next three months, the team will explore the barriers to successful integration of local and regional strategies, and of business, workforce, and ecosystem strategies. They will determine who must be involved in the project and what roles they should play. In addition, the process will focus on how people of color and those living in poverty could better benefit from these strategies. A proposed action plan, to be implemented over the next three years, is the desired outcome of this initial design process. A review of the possible costs and identification of potential funders will also be part of the team's tasks.

Northwest Area Foundation, based in St. Paul, Minn., provides grants to alleviate rural and urban poverty, and promote sustainable development in an eight-state region that includes Oregon.



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Rural Communities Gain Funding Source

When Governor John Kitzhaber signed Senate Bill 697 June 1 to create the Rural Investment Fund, he gave rural communities in Oregon \$8,250,000 for community development. With an emphasis on long-term investment, the fund is a flexible source of money for matching funds, gap funding, infrastructure, staffing and other projects that lead to job creation.

The fund will be allocated through the state's 15 Regional Strategies Boards once they have developed rural action plans. The rules for forming the action plans are now being drafted and will be released for public comment after July 28, states Joan Rutledge with the Oregon Economic Development Department. Action plans are expected to be completed this fall.

Rural communities interested in utilizing the fund should keep an eye on the rules and the timeline for their region's action plan, Rutledge says. "If they aren't already talking to their Regional Strategies Board, they should start right away. The boards are encouraged to look at local strategic planning when they form their action plans and rural communities are encouraged to align their efforts with regional strategies and key industries, so now is the time to share that information," she says.

Because one of the goals of the Rural Investment Fund was the empowerment of rural areas, each Re-

gional Strategies Board will develop its rules for application, making it even more important that interested communities work closely with their regional boards.

For more information contact one of the Regional Strategies Boards:

Baker-Malheur: ZaDean Auyer, Malheur Economic Development Dept., 473-5177; Roger Lee, Baker County Economic Development Dept., 523-6541.

Benton-Lane-Lincoln-Linn: Bill Wagner or Ann Werner, Oregon Cascades West, 924-8472; Jim Zelenka, Lane Council of Governments, 687-4095.

Central Oregon: Drew Foster, COIC, 548-8163.

Coos-Curry-Douglas: Candi Glazebrook CCD Business Development. Corp., 672-6728; Nikki Whitty, CCD Business Development Corp., 756-4101.

Jackson-Josephine: Cheryl Stout, SORedi/SoEdd, 773-8946

Metro: John Hall, Portland Development Commission, 823-3199

Mid-Valley: Ray Teasley, Mid-Willamette Valley COG, 588-6177.

Mt. Hood Economic Alliance: Mary McArthur, 228-5565.

North Central: Denny Newell, Greater Eastern Oregon. Development Corp., 276-6745.

Northeast Oregon: Lisa Lang, NOEDD, 426-3598.

N.W. Oregon Economic Alliance: Mary McArthur, 228-5565.

Mark Your Calendar

The Challenge of Change

The annual conference of the
Oregon Economic Development Department
September 25-27
Newport, Oregon



For registration
information call:
(503) 986-0110